

The Impact of Compensation and Career Development on the Organizational Commitment and the Implication on Employee's Turnover Intention of Pt Serasi Autoraya Head Office

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Abstract:- The purpose of this study is to understand and explain the effect of compensation and career development on organizational commitment and THE implications on employee's turnover intention of PT Serasi Autoraya Head Office. The research method used a quantitative approach, in which the population in this study was 320 employees of PT Serasi Autoraya Head Office. Sample selection was done by a simple random sampling technique (Slovin 10% error tolerance) so that 77 respondents were determined. Data collection techniques using questionnaires. The questionnaire survey instrument was delivered randomly to employees of PT Serasi Autoraya Head Office. Data were analyzed by using a structural equation model (SEM) with the Smart PLS 3.0 software program.

This study reveals that compensation and career development have a significant positive effect on an organizational commitment both partially and simultaneously. Another result compensation and career development have no significant effect on turnover intention both partially. Organizational commitment has a significant effect on turnover intention. Besides that, compensation, career development and organizational commitment have a significant negative effect on turnover intention simultaneously and the organizational commitment also is mediate variable of the compensation and career development on turnover intention variables.

Keywords:- Compensation, Career Development, Organizational Commitment, And Turnover Intention.

I. INTRODUCTION

The success of the organization is determined by management and the utilization of human resources. Human resources are very important and valuable assets for the company because they have a role as executors of the company's policies and operational activities. Whether or not the quality of the product or service produced by the company is identified with whether or not the factors of production in one of them are labor. Therefore, help from humans in each organization needs to be replaced to move out.

To be able to achieve the goals of the organization, commitment from each employee is needed. Employee commitment to the organization will make employees loyal to the organization and work well for the benefit of the organization. Commitment is an important factor in the organization because it influences a turnover with the assumption that each who commits tends to develop more efforts on his work and organization. Individuals who are committed to the organization can stay in the organization higher than individuals who do not commit.

PT Serasi Autoraya (SERA) is a subsidiary of PT Astra International which is engaged as a company that provides integrated transportation and logistics solutions in Indonesia with the main products TRAC Astra Rent A Car. Employee turnover rate data in 2018 states that each year from 2013 to 2014 increased from 14% to 15% but in 2015 the turnover rate decreased to 13% and increased again in 2016 to 2018 to 18%

The researcher disseminated the pre-survey questionnaire to employees of the SERA headquarters to find out more about the possible influence of organizational commitment on turnover intention. In the pre-survey conducted by researchers, it was found that as many as 83% of employees had the intention to go out and find a new job. As many as 73% of employees also seek information on job vacancies in other companies and 68% of employees have sent job application letters to other companies. Furthermore, based on the results of the Employee Opinion Survey, it can be seen that several factors are causing low organizational commitment and the two highest factors, namely compensation and career development in three consecutive years has decreased.

Based on the data and previous empirical facts the title for this research is "**The Impact of Compensation and Career Development on the Organizational Commitment and the Implication on Employees' Turnover Intention of PT Serasi Autoraya Head Office**".

The research objectives are (1) To find out and explain the significant effect of compensation on organizational commitment; (2) To find out and explain the significant influence of career development on

organizational commitment; (3) To find out and explain the significant influence of compensation and career development together on organizational commitment; (4) To find out and explain the significant effect of compensation on turnover intention; (5) To find out and explain the significant influence of career development on turnover intention; (6) To find out and explain the significant effect of organizational commitment on turnover intention; (7) To find out and explain the significant influence of compensation, career development and organizational commitment together on turnover intention; (8) To find out and explain the significant influence of organizational commitment in mediating compensation and career development on turnover intention.

II. THEORETICAL REVIEW

➤ *Compensation*

According to Sutrisno (2016: 195) compensation is the most important aspect in maintaining working relationships between employees and companies because compensation is a function listed in human resource management. According to Kasmir (2016: 183) compensation is a reward for remuneration provided by companies that are financial or non-financial.

According to Mondy and Noe in Febrindah (2012:29), compensation is consisted of: (1) Direct Compensation in forms of salary, fee, incentive, and bonus; (2) Indirect compensation, such as (a) payment for time, not worker which is having a rest on the job, sick days, holiday, leave, and other reasons (pregnancy, accident, military leave, etc); (b) Hazard protection is a protection on the first general accident that could be in forms of: life insurance, health insurance, and accident insurance; (c) employee service, namely; recreation program, cafeteria, residence or housing, education scholarship, uniform distribution, etc; and (d) legally required payment. The society through the government has decided that a certain amount of the company expenses should be utilized for employee protection concerning the main life danger.

Dessler (2015: 417) divides compensation into two components, those are: (1) Direct financial payment that could be offered as wages, salary, incentive, commission, and bonus, based on (a) time, manufacturing company or laborer are usually given their wages based on their working time per hour or per day. Meanwhile, an employee received the salary those for the manager, professional and administrative; (b) piecework that depends on the products that produced by the employee; (2) indirect payment is a payment in forms of subsidy or support, such as insurance or even holiday that funded by the company or organization.

➤ *Career Development*

An employee's career is a reflection of his individual development at the level of the office that can be achieved during his tenure in the organization. According to Robbins (2002: 36) career development is a thing that shows an

increase in the status of someone in an organization in the career path that has been set in the organization.

According to Simamora (2012: 268) development is defined as the preparation of individuals to assume different or higher responsibilities in the organization. Development is usually related to increased intellectual or emotional abilities needed to do a better job. While according to Mondy (2011: 243) career development is a formal approach used by organizations to ensure that people with the right qualifications and experience are available if needed. In other words, career development is a series of separate work activities and still have complementary and sustainable relationships.

According to Rivai (2008: 290) the form of development is divided into four, namely: (1) Personal career development, where each employee must accept responsibility for career development or career progress; (2) Career development supported by the HR Department, where one's career development does not only depend on the business of the employee but also depends on the management and guidance of the management and HR department, especially in providing information about the career and career planning of the employee; (3) The role of leaders in career development, where career development of employees must be supported by top-level leaders and middle-level leaders; (4) The role of feedback on career development, where companies provide feedback through several ways in employee career development efforts, including providing information to employees about employee placement decisions.

➤ *Organizational Commitment*

According to Wibowo (2011: 253), organizational commitment is the involvement of employees in the company that will encourage employees to continue to survive and support the company's vision, mission, and goals to maintain employees in the company. While according to Soekidjan (2009: 55) commitment is the ability and willingness to harmonize personal behavior with the needs, priorities, and goals of the organization. This includes how to develop goals or meet the needs of the organization which essentially prioritizes the organization's mission rather than the interests of the organization.

Luthan (2005: 124) defines commitment as the relative strength of individual identification and involvement with work organizations. This is supported by the opinion of Dessler (2015: 319) which states that commitment can be defined as the relative strength of individual identification of the organization which can be seen at least with three factors, namely: (1) Strong trust and acceptance of organizational goals and values ; (2) Ability to seek organizational interests; (3) A strong desire to maintain membership in the organization.

According to Meyer and Allen (2011) in Wibowo (2017: 311), there are three components contained in organizational commitment, namely: (1) Affective commitment, in affective commitment, there is an

emotional bond of employees to the organization expressed by involvement in activities -organization activity. Employees who have strong affective commitment will continue their membership with the organization because they want to do it; (2) Continuance commitment, refers to awareness of the losses that will be borne when leaving the organization. Employees who have a strong ongoing commitment are they need to do it; (3) Normative commitment, referring to each feeling an obligation to remain an organizational member. Employees who have a high level of normative commitment feel that they should stay in the organization.

➤ *Turnover Intention*

According to Mathis (2010: 159) "turnover the process in which employees leave an organization and have to be replaced". Whereas according to Kasmir (2016: 104) turnover is the entry and exit of employees in the company in a certain period, which is where there are employees who enter through recruitment or who come out with various reasons that cause changes in the number of employees in a company.

According to Kasmir (2016: 321), employees usually leave because they are dismissed or stopped themselves. Whereas according to Mello (2006: 569), the type of turnover includes: (1) involuntary turnover, involuntary exit (reduction in force); (2) voluntary turnover. In this study,

the dimensions used were only voluntary turnover. Because the phenomenon in the company to come out involuntarily is very rare and not following the problems discussed in the research.

➤ *Theoretical Framework*

Some researches reveal that compensation has a positive impact on the organization commitment (Surya & Artha, 2017); Silaban and Rahmat Syah (2018). Christian *et.all* (2017), reveal indicates that career development is one of the factors that affect turnover intention. That career development gives a positive impact on turnover intention. Therefore, it is found that compensation and career development have a positive impact on organizational commitment.

Other previous researches reveal that compensation has a negative impact and significant on the turnover intention variable (Widayati & Yunia, 2018; Parashakti *et al.*, 2017). Additionally, according to Rue and Byars (2016:52), one of the factors that influence work commitment is career development. Therefore, it is also found that compensation and leadership have an impact on turnover intention.

Based on the previous research, so the theoretical framework of this research is provided in figure 1.

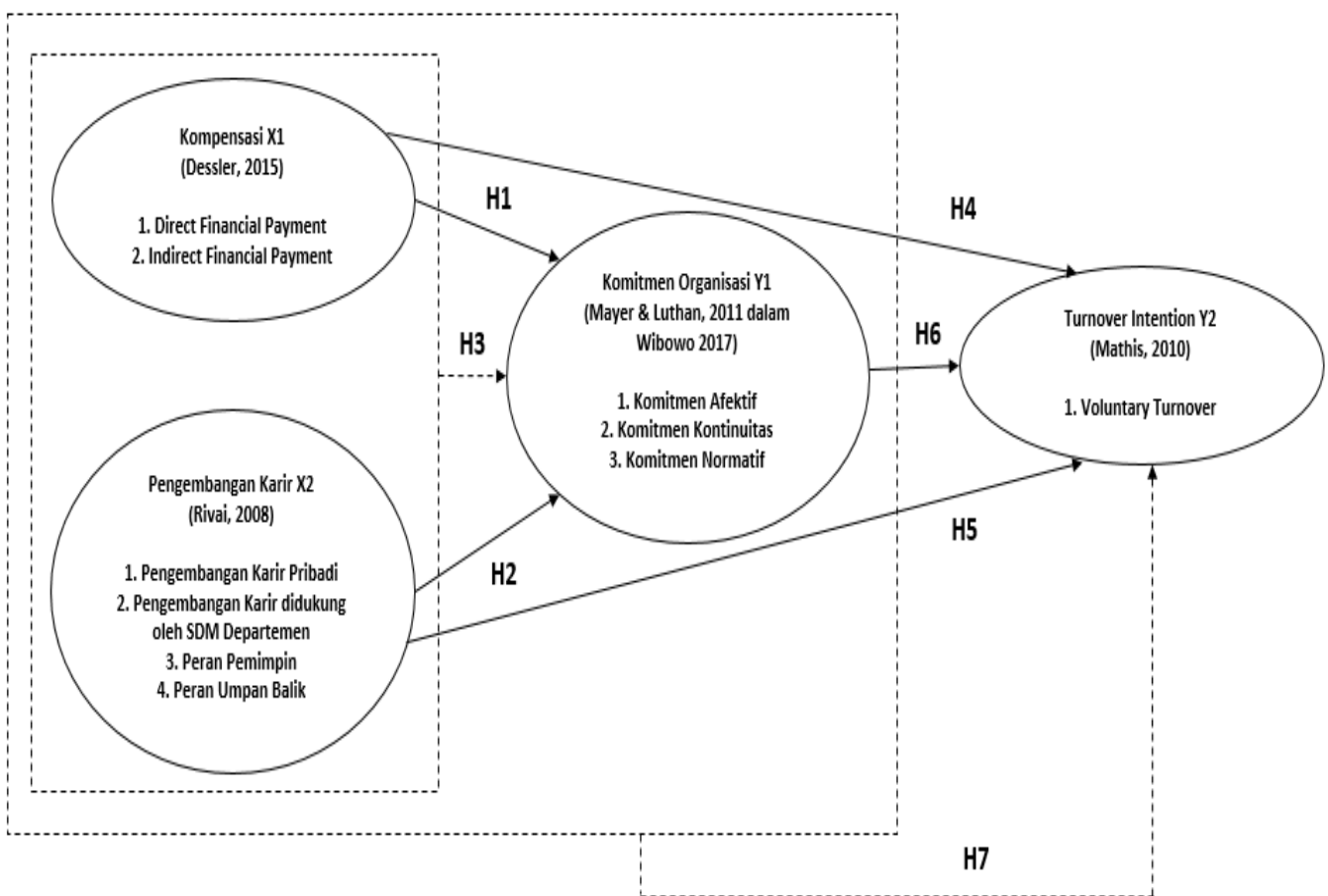


Fig 1:- Inter-variable Relationship Model

➤ *Hypotheses*

The hypotheses of this research are as follows:

- (H1) Compensation has a significant effect on organizational commitment;
- (H2) Career development has a significant effect on organizational commitment;
- (H3) Compensation and career development simultaneously have a significant effect on organizational commitment;
- (H4) Compensation has a significant effect on turnover intention;
- (H5) Career development has a significant effect on turnover intention;
- (H6) Organizational commitment has a significant effect on turnover intention;
- (H7) Compensation, career development, and organizational commitment simultaneously have a significant effect on turnover intention;
- (H8) Organizational commitment mediates compensation and career development on turnover intention.

III. RESEARCH METHODOLOGY

The type of research used is quantitative research using primary data in the form of surveys. To get complete, relevant and complementary data, in addition to the primary data in the form of surveys, researchers use secondary regard employee turnover data from 2015 until 2018 in Head Office. This research was designed to be able to understand, explain and analyze the correlation between independent variables on the dependent variable.

The details of the variable are measured through dimensions and indicators. The number of items is provided in Table 1. The independent variable (exogenous) that measured by the Likert scale is compensation (X1) and career development (X2), while the dependent variable (endogenous) is organizational commitment (Y1) as well as mediation variable and turnover intention (Y2).

Variable	Dimension	Indicator	No. Item
Compensation (X1) Dessler, 2015	1. Direct Financial Payment	1. Salary 2. Incentive 3. Honor	1 2 3
	2. Indirect Financial Payment	1. Health benefit 2. Retirement benefit 3. Employment benefit	4 5 6
Career Development (X2) Veithzal Rivai, 2008	1. Personal Career Development	1. Opportunities to develop 2. Competency enhancement	7 8
	2. Career Development supported by HR Dept.	1. Availability training program 2. Training following career development 3. Appropriate training	9 10 11
	3. Role of Leader	1. Provide opportunities to develop careers 2. Coaching and counseling	12 13
	4. Career Development Feedback	1. Career development information 2. Performance appraisal 3. Process of performance appraisal fairly	14 15 16
Organizational Commitment (Y1) Mayer & Allen 2011 on Wibowo 2017	1. Affective Commitment	1. Emotional involvement 2. Pride in organization	17 18
	2. Continuity Commitment	1. Loss if leaving the organization 2. Alternative leaving the organization	19 20
	3. Normative Commitment	1. Keep staying in the organization	21
Turnover Intention (Y2) Mathis, 2010	1. Voluntary turnover	1. Desire to leave the organization voluntarily 2. Planning to find another job 3. Plans to leave the organization if there are opportunities 4. Planning not to stay longer	22 23 24 25

Table 1:- Variable Measurement

➤ *Population and Sample*

Determination of the sample in this study using the Slovin formula with a percentage of errors of 10%. The population in this study was 320 employees and to find out the research sample, with the following calculations:

$$n = \frac{320}{1 + 320 (0,1)^2}$$

$$n = 76,190 \text{ set to } 77$$

While the sampling technique used is Probability Sampling, with a type of simple random sampling.

➤ *Analysis Method*

This research applied the analysis data techniques by utilizing SmartPLS version 3.2.7 and being run by computer. Partial Least Square (PLS) is a structural equation model (SEM) analysis by using its variant simultaneously to test the measurement model as well as a structural model. The measurement model is utilized to run the validity and reliability test, while the structural model is utilized to run the causality test (hypotheses test my using prediction model). Through PLS approach, it assumes that all the variances could be used to explain the data analysis technique in the research and it is divided into two, such as:

- Descriptive statistics analysis is an empirical analysis that describes any information obtained to figure or explain certain cases (who/what, when, where, how, and how many) and it is collected in the research (Supranto:2012). Those data are from the respondents' answers for the items on the questionnaire. Researchers will process the acquired data by separating it into categories, do the tabulation and explain afterward.
- Inferential statistics analysis is a statistical technique that will be used to an analysis data sample and the results will be used for the population (Sugiyono:2009). Along with the hypotheses, thus the inferential statistic data analysis in this research will be using SmartPLS software (Partial Least Square) for its outer model, inner model, and hypotheses measurements.

IV. RESULT AND DISCUSSION

Data analysis results are prepared descriptively from each obtained variable. This research acquired 77 employees of PT Serasi Autoraya Head Office. Based on the results, there are 38 female employees with a percentage of 49%, while 39 male employees with a percentage of 51%. Based on the employee level, there are 17 employees with 22% are Officer level, there are 56 employees with 73% are Analyst or Supervisor level and 4

employees with 5% are Manager or Department head level. Based the education background, there are 5 employees with 6,5% who acquired Diploma Degree, 67 employees or 87% who acquired Bachelor Degree, and there are 5 employees who acquired S2 with 6,5% among all. Additionally, based on working experience, the highest number is with a tenure of 2-4 years, which is equal to 25 employees.

Descriptive statistic analysis is used to understand the tendency of the questionnaire's answer or how far the response of respondents based on the category choices by using a Likert scale from the scale of 1 (totally disagree) until 5 (totally agree) for each statement of variables. Based on the collected data, it is then tabulated to know the answer's distribution from each indicator and the results indicate as follows :

- Compensation variables have an average of 2,950. This shows in general that the compensation by Serasi Autoraya employees is felt less satisfied with the compensation given by the company
- The career development variable has an average of 3,319. This shows in general that the role of career development felt by employees is sufficient but still needs to be improved so that employees are feel developed by the organization.
- Organizational commitment variables have an average of 2,696. This shows that the organizational commitment of the employees is less satisfied.
- Turnover intention variables have an average value of 3,714. This shows that the employee was agreed to leaving the company if there are opportunities.

The measurement of the evaluation model (outer model) is executed to understand the validity and reliability that connect among indicators with the latent variable. Convergent validity test is executed by investigating the reliability of individual items, internal consistency, or construct reliability, and average variance extracted. Convergent validity evaluation from the investigation of individual item reliability could be measured from the value of the standardized loading factor. The standardized loading factor assesses the correlation between each item of an indicator with its construct. Loading factor value that applied in this research is > 0,60 hence if the loading factor value is < 0,60 on the calculation model result (outer model) it will be excluded from the model, and the results is all Indicator from each workload variable, compensation variable, motivation variable, and employee performance variable indicates loading factor value for > 0,60. This result revealed that all indicator is valid and will be used in this research or are not being excluded from the model.

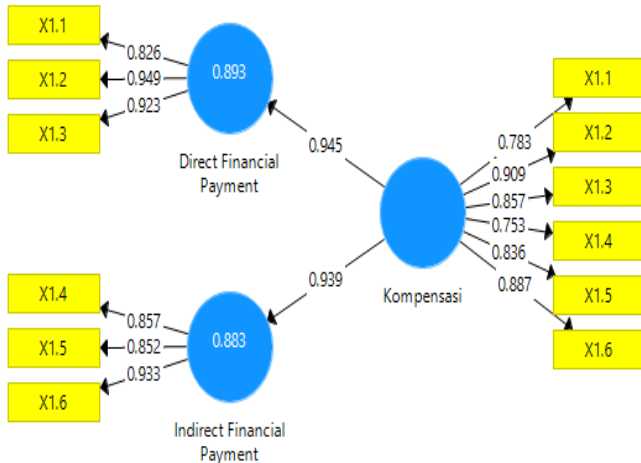


Fig 2:- Outer Model of Compensation

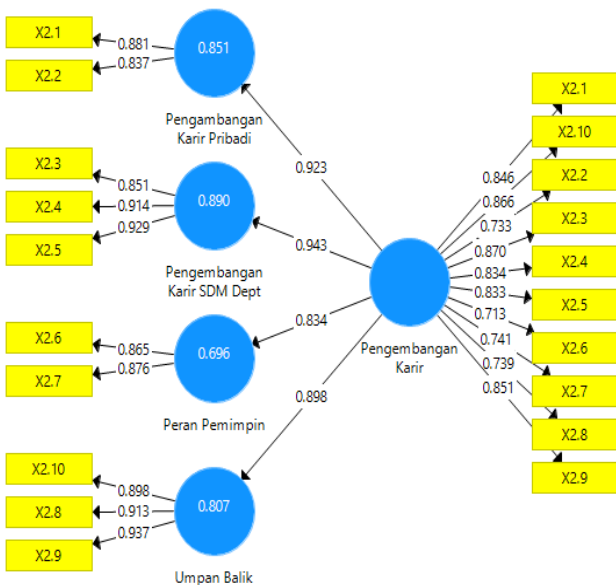


Fig 3:- Outer Model of Career Development

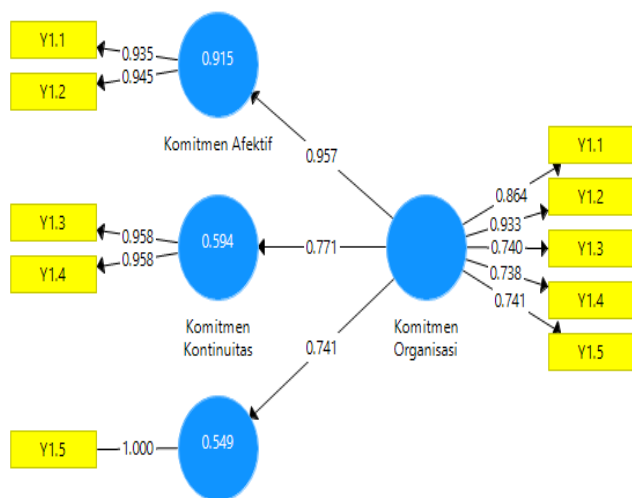


Fig 4:- Outer Model of Organizational Commitment

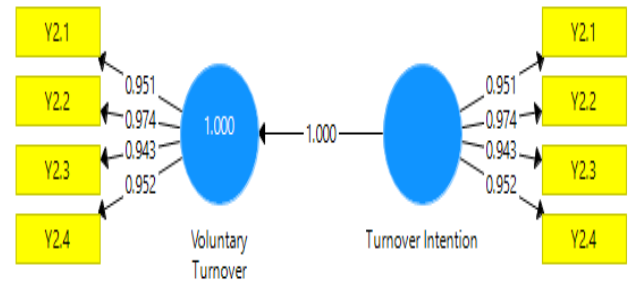


Fig 5:- Outer Model of Turnover Intention

Convergent validity evaluation from the investigation of Average Variance Extracted (AVE) describes the amount of variant or variant of the manifest variable that could be possessed by its latent construct. The greater variant of the manifest variable that could be possessed by its latent construct, the greater the representation of the manifest variable to the latent construct. Convergent validity evaluation from the investigation of Average Variance Extracted (AVE) could be measured from its AVE value based on the data tabulation with SmartPLS version 3.0.

Variable	AVE
Compensation	0,704
Career Development	0,647
Organizational Commitment	0,651
Turnover Intention	0,912

Table 2:- The Mean Value of AVE each Variable

Based on the table above, it reveals that all the variables have > 0,60 of AVE value. Convergent validity evaluation from the investigation of internal consistency reliability could be measured from the value of Cronbach's Coefficient Alpha and Composite Reliability (CR) provided on the table below. The table provided is a result of SmartPLS version 3.0

Variable	Cronbach's Coefficient Alpha	CR
Compensation	0,915	0,934
Career Development	0,939	0,948
Organizational Commitment	0,863	0,902
Turnover Intention	0,968	0,976

Table 3:- Cronbach's Coefficient Alpha & Composite Reliability (CR) Value

Based on the table above, it reveals the value of Cronbach's Coefficient Alpha for compensation, career development, organizational commitment and turnover intention more than 0,60 or even close to 1 and it's Composite Reliability (CR) value is more than 0,70. This value is more than the standard, each of it is > 0,60 and >

0,70 and hence all the variables in this research are reliable. For the structural model evaluation (inner model) or hypothesis test in this research is proceed on several steps, such as evaluating path coefficient value, R2 value evaluation, effect size f2 measurement, validate the entire structural model by using Goodness of Fit Index (GoF), as

well as execute predictive relevance test (Q2). Meanwhile, based on SmartPLS version 3.0 calculation using bootstrapping and it reveals the result for path coefficient that explains the relationship between construct/variable as shown in the table below:

	Original Sample (O)	T Statistik (O/STDEV)	P Values
Compensation (X1) > Organizational Commitment (Y1)	0,438	4,695	0.000
Compansation (X1) > Turnover Intention (Y2)	0,308	0,458	0,647
Career Development (X2) > Organizational Commitment (Y1)	0,491	5,285	0.000
Career Development (X2) > Turnover Intention (Y2)	-0,052	0,739	0,460
Organizational Commitment (Y1) > Turnover Intention (Y2)	-0,923	14,032	0.000

Table 4:- Path Coefficient Test Result

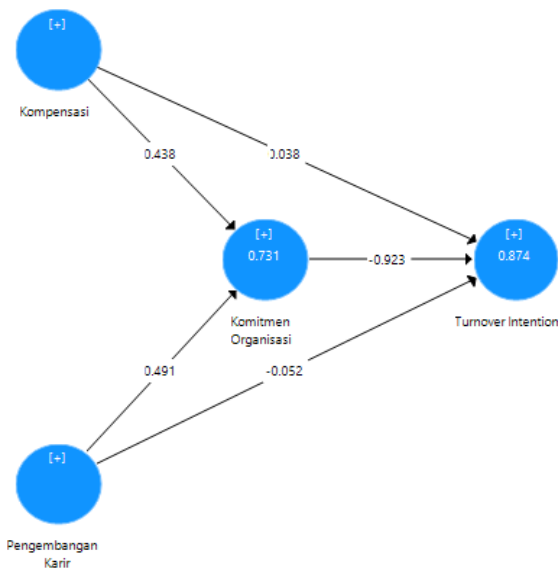


Fig 6:- Inner Model

To evaluate the value of R2 based on the calculation results using calculate SmartPLS version 3.0 algorithm, the R2 value is 0,731 for the organizational commitment variable and 0,874 for the turnover intention variable. The value of R2 shows that the level of determination of exogenous variables (compensation and career development) towards the endogenous is quite high.

Simultaneous influence of compensation and career development to organizational commitment could be measured through f statistic by using the equation:

$$R^2 = 0,731 \text{ (organizational commitment)}$$

$$F \text{ statistics} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

$$F \text{ statistics} = \frac{\frac{0,731}{(4-1)}}{1-0,731/(77-4)}$$

$$F \text{ statistics} = 0,243 / 0,003$$

$$F \text{ statistics} = 66,12$$

Simultaneous influence of compensation and career development to turnover intention could be measured through f statistic by using the equation:

$$R^2 = 0,874 \text{ (organizational commitment)}$$

$$F \text{ statistics} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

$$F \text{ statistics} = \frac{\frac{0,874}{(4-1)}}{1-0,874/(77-4)}$$

$$F \text{ statistics} = 0,291 / 0,001$$

$$F \text{ statistics} = 168,78$$

Significant test results are simultaneously used to test hypotheses 3 and 7 in this study. The value of the F statistic in this study is 66,12 and 168,78. F table values at alpha 0,05 are 2,73. This means f statistic > f Table (2,73), then H6 and H7 are accepted.

Effect size f2 measurement is also conducted to know the impact of the exogenous variable on the endogen variable or to know the model fitness. The value for 0.02 indicates has a weak impact, 0.15 has a moderate impact, and 0.35 has a strong impact. The results of the effect size value (f square) are:

➤ f square value of compensation to organizational commitment is 0,372. It reveals that the workload has a strong impact on the structural level;

- f square value of career development on organizational commitment is 0,468 that proved a strong impact on the structural level;
- f square value of compensation to turnover intention is 0,004 that proved a weak impact on the structural level;
- f square value of career development on turnover intention is 0,008 that reveals a weak impact on the structural level;
- f square of organizational commitment to turnover intention is 1,824 that reveals a strong impact on the structural level.

To validate the entire structural model with Goodness of Fit index (GoF) is to validate the composite performance of outer model and inner model that obtained from the calculation as follows:

$$GoF = \sqrt{AVE \times R^2} ; GoF = \sqrt{0,728 \times 0,319} ;$$

$$GoF = \sqrt{0.232} ; GoF = 0,481$$

Where: AVE (mean AVE for entire variables) = 0,728; R square = (0,731 x 0,874) / 2 = 0,319.

The result of the Goodness of Fit Index (GoF) indicates that amounted to 0,481 (large scale). Based on that result, it can be concluded that both models are very

good since the value of GoF is greater than 0,36 (large scale of GoF). Besides, predictive relevance (Q2) test is also being tested to validate the model with the results as follows:

$$Q2 = 1 - (1 - R1^2) (1 - R1^2)$$

$$Q2 = 1 - (1 - 0,731) (1 - 0,874)$$

$$Q2 = 0,966$$

The result reveals that Q2 value is 0,966. In this research model, the endogenous variable has Q2 value that greater than 0 (zero) and hence its exogenous variable could predict the endogenous variables in which turnover intention. In other words, this proves the model has quite better predictive relevance.

Hypotheses test about the impact of exogenous variable; compensation (ξ1), career development (ξ2) to the endogenous variable of organizational commitment (η1) both partially and simultaneously as well as compensation (ξ1), career development (ξ2), and organizational commitment (η1) to the endogenous variable of turnover intention (η2), and the following content is regarding the effect of mediator or mediator effect of organizational commitment.

	T Statistik (O/STDEV)	T Tabel	P Values
Compensation (X1) > Organizational Commitment (Y1)	4,780	1,992	0,000
Compensation (X1) > Turnover Intention (Y2)	0,464	1,992	0,643
Career Development (X2) > Organizational Commitment (Y1)	5,421	1,992	0,000
Career Development (X2) > Turnover Intention (Y2)	0,732	1,992	0,000
Organizational Commitment (Y1) > Turnover Intention (Y2)	14,205	1,992	0,000

Table 5:- The Impact of Independent Variables to the Dependent Variables Partially

	R Sq	F Stat	F table	Conclusion
Compensation & Career Development > Organization Commitment	0,731	66,12	2,73	F stat > F table (H3 accepted)
Compensation, Career Development & Organization Commitment > Turnover Intention	0,874	168,78	2,73	F stat > F table (H7 accepted)

Table 6:- The Impact of Independent Variables to the Dependent Variables Simultaneously

The statistic results are provided on the table above for the structural model with the hypothesis as follows:

- Hypothesis 1 – compensation affects organizational commitment. Path coefficient obtained for 0,438 and p-value for 0,000. Thus H1 is accepted (p < 0.05) which

- means that compensation has a significant effect on the organizational commitment;
- Hypothesis 2 – career development affects organizational commitment. The path coefficient is obtained for 0,491 and p-value for 0.000. Thus, H2 is accepted ($p < 0.05$) and it proves that career development has a positive effect and significant to organizational commitment;
 - Hypothesis 3 – compensation and career development affect organizational commitment. The (R2) value for compensation and career development is 0,731 with the f statistic for 66,12 and the f table of alpha for 0,05 is 2,73. The result reveals that f statistic (66,12) > f table (2,73), hence H3 is accepted and H0 is rejected. In other words, means that compensation and career development has a significant effect on organizational commitment;
 - Hypothesis 4 – compensation affects the turnover intention. 0.038 is obtained for the path coefficient with the p-value for 0,643. Hence, H4 is rejected ($p < 0.05$), it means that compensation has no significant effect on turnover intention;
 - Hypothesis 5 – career development affects turnover intention and the path coefficient is obtained for 0.052 with the p-value for 0,000. Therefore, H5 is rejected ($p < 0.05$). it means that career development has no significant effect on turnover intention

- Hypothesis 6 – organizational commitment affects turnover intention. Path coefficient obtained for 0,923 and p-value for 0,000. Thus H6 is accepted ($p < 0.05$) which means that organizational commitment has significant effect to turnover intention;
- Hypothesis 7 – compensation, career development and organizational commitment have effect to turnover intention. The (R2) value for compensation, career development and organizational commitment is 0,874 with the f statistic for 168,78 and f table of alpha for 0,05 is 2,73. The result reveals that f statistic (168,78) > f table (2,73), hence H7 is accepted and H0 is rejected. In the other words, it proves that compensation, career development and organizational commitment have significant effect to turnover intention;
- Hypothesis 8 - organizational commitment mediates compensation and career development on turnover intention. Path coefficient hypothesis between compensation or career development and turnover intention from direct effect to indirect effect, the value drops, then H0 is accepted and H8 is rejected.

In order to measure the correlation between dimensions of variable X with the dimensions of variable Y1 and Y2 as well as on variable Y1 with the dimensions of variable Y2, correlation analysis among dimensions is conducted.

Variabel	Dimensi	(Y1)			(Y2)
		Y1.1	Y1.2	Y1.3	Y2.1
Compensation (X1)	Direct Financial Payment	0,005	0,248	0,342	0,003
	Indirect Financial Payment	0,384	0,030	0,174	-0,017
Career Development (X2)	Personal Career Devt	-0,256	0,183	-0,648	-0,119
	Career Devt support by HR Dept	0,498	-0,321	0,833	-0,095
	Role of Leader	0,350	0,114	0,466	0,212
	Career Devt Feedback	-0,051	0,643	-0,547	0,093

Table 7:- Matrix Correlation Results among Independent Variabel Dimensions and Dependent Variabel

Variabel	Dimensi	(Y2)
		Y2.1
Organizational Commitment (Y1)	Affective Commitment	-0,530
	Continuity Commitment	-0,545
	Normative Commitment	-0,073

Table 8:- Matrix Correlation Results among Independent Variabel Dimensions and Dependent Variabel

The table above can be summarized as follows:

- In the compensation variable on the organizational commitment variable, the highest dimension correlation is the indirect financial payment on the affective commitment dimension, amounting to 0,384. While the lowest dimensional correlation in this variable is the dimension of direct financial payment on affective commitment, it is equal to 0,005.
- In the compensation variable on the turnover intention variable, the highest dimension correlation is the

- indirect financial payment with -0,017 and the lowest dimensional correlation in this variable is the dimension of direct financial payment is equal to 0,003.
- In the career development variable on the organizational commitment variable, the highest dimension correlation is career development supported by HR Dept on the normative commitment dimension, amounting to 0,833. While the lowest dimensional correlation in this variable is the dimension of career development feedback on affective commitment, it is equal to -0,051.
- In the career development variable on the turnover intention variable, the highest dimension correlation is the role of leader with 0,212 and the lowest dimensional correlation in this variable is the dimension of career development feedback is equal to 0,093.
- In the organizational commitment variable on turnover intention variable, the continuity commitment dimension correlation with voluntary turnover amounting to 0.545.

Furthermore, the discussions and interpretations based on the variables that related to the theory as well as review are as follows:

- *Hypothesis 1 - Effect of Compensation on Organizational Commitment.*

From the results of the study, it is known that compensation has a positive and significant effect on organizational commitment. This is according to I Gede Nanda Wiguna Artha (2017) suggests that: indicates the higher compensation received by an employee could increase the organizational commitment. This case could be studied further for the future researches to re-examine the impact of compensation on organizational commitment.

- *Hypothesis 2 - Effects of Career Development on Organizational Commitment*

From the results of the study, it is known that career development has a positive and significant effect on organizational commitment. This is according to Devia Armawati (2016) suggests that: indicates the good career development that received by an employee could increase the organizational commitment.

- *Hypothesis 3 - Effect of Compensation and Career Development on Organizational Commitment.*

The results showed that hypothesis 3 proved that states that the compensation variable and career development have a positive and significant influence on the variable organizational commitment. This result is also supported by research conducted by Agi Syarif (2015) which states that there is a positive and significant influence between compensation variables and career development on organizational commitment.

- *Hypothesis 4 - Effects of Compensation on Turnover Intention*

The results of the study show that the compensation variable does not have a significant effect on employee turnover intention variable.

- *Hypothesis 5 - Effects of Career Development on Turnover Intention*

The results of the study show that the career development variable does not have a significant effect on employee turnover intention variable.

- *Hypothesis 6 - Effects of Organizational Development on Turnover Intention*

The results showed that hypothesis 6 proved that organizational commitment had a significant effect on turnover intention. But this influence is negative, where the lower the level of commitment of employees, the higher the intention of employees to get out of the company (turnover intention). This is also in line with the research conducted by Parashakti Nashar and Usliawati (2017) which states that organizational commitment has a significant negative influence on turnover intention.

- *Hypothesis 7 - Effects of Compensation, Career Development, and Organizational Commitment on Turnover Intention*

The results of the study show that hypothesis 7 is proven which states that the compensation variable, career development, and organizational commitment have a negative and significant influence on monitoring intention.

- *Hypothesis 8 - Organizational Commitment to Mediate Compensation and Career Development for Turnover Intention*

The path coefficient value of direct compensation for intention turnover is 0.038 <path coefficient value indirect compensation for turnover intention is 0.404, then compensation for turnover intention is mediated by variable organizational commitment. The path coefficient value of the direct influence of career development on turnover intention is -0.052 <path coefficient value of career development indirect effect on turnover intention is 0.454, thus the influence of career development on turnover intention is mediated by variable organizational commitment.

V. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussion in the previous chapters, some conclusions can be stated as follows:

- The compensation variable has a significant positive effect on organizational commitment, with the direct financial payment dimension being the most influential.
- Career development variables have a significant positive effect on organizational commitment, with dimensions of career development supported by the Department of Human Resources that has the most influence.
- Variable compensation and career development have a positive and significant effect simultaneously on organizational commitment.
- The compensation variable has no direct and no significant effect on the turnover intention on PT Serasi Autoraya's head office employees.
- Career development variables have no direct and no significant effect on the turnover intention on PT Serasi Autoraya head office employees
- Variable organizational commitment as a mediator in this study has a significant effect on the turnover intention of PT Serasi Autoraya head office employees.
- Variable compensation, career development, and organizational commitment simultaneously have a negative and significant influence on turnover intention.
- Organizational commitment to provide compensation and career development towards turnover intention.

Based on the discussion and conclusions above, researchers would give several recommendations for future research, those are:

- Companies need to pay more attention to the organizational commitment that each employee has because this will have an impact on the turnover intention of the employee. To build on this commitment, the role of compensation and career development is urgently needed.
- The company must continue to strive to improve the welfare of its employees by providing compensation in the form of direct financial payment or indirect financial payment that is in line with employee performance, and by similar industries. Compensation given can be in the form of a routine salary per year by adjusting similar industries and in a group of companies. Indirect compensation needs to be increased such as improving facilities in the form of entertainment and recreation.
- Career development can also increase organizational commitment from employees. A clear career and paying attention to the needs of employees for self-development which leads to career development will help and make employees have a high commitment to the company because the company is considered to pay attention to the needs of employees to be able to develop themselves.
- Expectations from the authors so that further research can dig deeper into the variables that affect organizational commitment. The high influence of organizational commitment as a mediator on the turnover intention encountered in this study opens up the possibility of other influences of organizational commitment to other variables.

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